

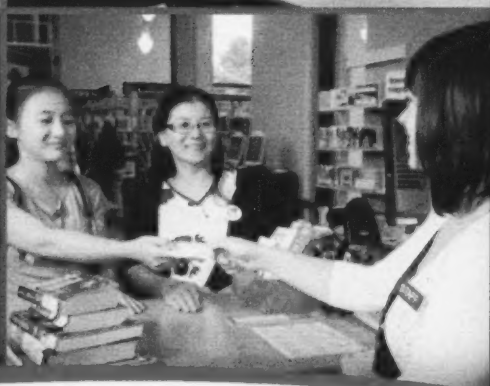


Public Service Commission

ANNUAL REPORT

2016-2017





Public Service Values for the Civil Service
Respect • Accountability • Integrity • Excellence

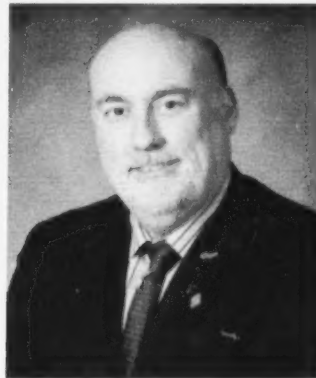


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Message from the Chief Executive Officer



Minister Roach and Mr. Carl Lafford, Chair of the Public Service Commission

It is my pleasure to provide you with the 2016-2017 annual report for the Public Service Commission (PSC) of Prince Edward Island. As the corporate agency responsible for human resource leadership, management and administration, the staff have once again demonstrated commitment to public service and to the delivery of quality human resource services.

Throughout this year, the employees of the Public Service Commission continued to provide a full suite of human resources services in the areas of: recruitment, staffing, classification, French language services, organization development, human resource planning, learning and development, diversity management, labour relations, human resources management, payroll administration and human resources information management.

Ongoing modernization of human resources policies and practices was one of the key objectives throughout the year. Succession planning activities, employee engagement strategies, introducing new learning and leadership development strategies, and implementing current human resources information reporting systems were the high priority initiatives that focused on modernization.

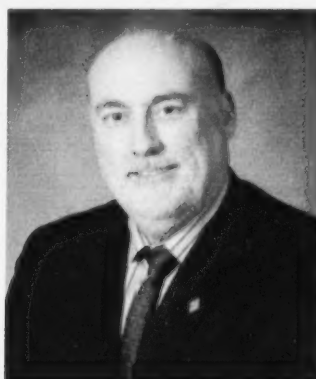
This report provides a summative description of the collaborative efforts by the PSC staff to support and enhance a knowledgeable, engaged, healthy and modern civil service for the province of Prince Edward Island.

Respectfully submitted

A handwritten signature in dark ink, appearing to be 'A. Thompson', written over a light background.

Andrew Thompson, CEO
PEI Public Service Commission

Message du directeur général



Monsieur le Ministre et Monsieur le Président,

Je suis heureux de vous fournir le rapport annuel de la Commission de la fonction publique de l'Île-du-Prince-Édouard pour 2016-2017. En tant qu'agence-société responsable de la direction, de la gestion et de l'administration des ressources humaines, le personnel a encore une fois fait preuve de dévouement pour la fonction publique et la prestation de services de qualité en matière de ressources humaines.

Tout au long de l'année, les employés de la Commission de la fonction publique ont continué d'offrir un très vaste éventail de services en ressources humaines dans les domaines du recrutement, de la dotation, de la classification, des services en français, du développement organisationnel, de la planification des ressources humaines, de l'apprentissage et du perfectionnement, de la gestion de la diversité, des relations de travail, de la gestion des ressources humaines, de l'administration de la paie et de la gestion de l'information sur les ressources humaines.

La modernisation des politiques et des pratiques en ressources humaines a été un des principaux objectifs de l'année. Les travaux de planification de la retraite, les stratégies de motivation des employés, la mise en œuvre de stratégies d'apprentissage et de développement du leadership et la mise en place de systèmes de production de rapports sur les ressources humaines ont été les initiatives de modernisation prioritaires.

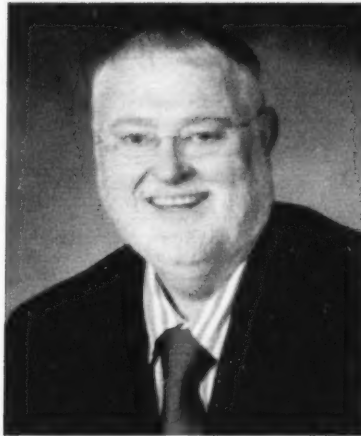
Le rapport offre un bilan des efforts collaboratifs du personnel de la Commission pour que la fonction publique de l'Île-du-Prince-Édouard soit informée, motivée, en santé et moderne.

Le tout respectueusement soumis,

A handwritten signature in dark ink, appearing to be 'A. Thompson', written over a horizontal line.

Andrew Thompson, directeur général
Commission de la fonction publique de l'Î.-P.-É.

The PEI Public Service Commission Board Members



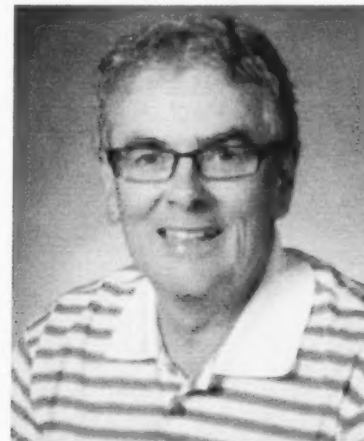
Carl Lafford (Chair)

Mr. Lafford is a retired Federal Government employee. His work experience over the years spans from labourer, consultant and manager. He has been a volunteer and an active member of the Island community. His appointment to the PEI Public Service Commission Board is for a five year term, effective February 2013. Mr. Lafford is married with two adult children and resides in Charlottetown, PEI.



Rita Ryan-Sabada

Mrs. Ryan-Sabada is a retired provincial public service employee. She has extensive experience working with the Union of Public Sector Employees on behalf of provincial employees. She is an avid volunteer and an active member of the community. Her appointment to the PEI Public Service Commission Board is for a five year term, effective January 2017. Mrs. Ryan-Sabada currently resides in Charlottetown, PEI.



Bob Kenny

Bobby Kenny retired from the Provincial Civil Service in 2011 after thirty-seven years of service. His experience included positions as a property assessor and staff from the Provincial Civil Service in 2011 after thirty-seven years of service. His experience included positions as a property assessor and staffing officer, along with management positions in tax administration and human resources. He is currently an active participant on a number of Provincial and Federal Boards. His appointment to the Public Service Commission Board is for a five year term, effective October 2012. Mr. Kenny is married with one daughter and resides in Charlottetown, PEI.

Executive Summary

During the 2016-2017 fiscal year, the Public Service Commission (PSC) demonstrated its commitment and ability to be a strategic partner in the delivery of government's programs and services. This is accomplished through its mandate, as outlined in the *Civil Service Act*, to:

- maintain a professional and independent civil service;
- provide a service which is responsive and flexible to the public's needs;
- foster a constructive working relationship among the government, its employees and their representatives; and
- foster the development of a public service that is representative of the province's diversity.

The PSC is organized into three divisions with functionally aligned work units to deliver specific services to the public and to the provincial public service. The divisions are:

- Staffing, Classification and Organizational Development Division;
- Human Resource (HR) Management and Labour Relations Division; and
- Administration, Corporate Human Resource Management System (HRMS) and Payroll Division.

Work within the PSC is guided by the PSC Business and Human Resources Plan (2015-2017), and emergent priorities within the civil service. The specialized nature of divisional operations largely determines which goals are impacted by the strategies/activities. However, due to the inter-relatedness and interconnections of human resource management and administration, one strategy/activity often has distributed results for all of the goal areas.

The 2016-2017 fiscal year activities are a continuation of the 2015-2016 performance, which, after analysis and consideration of the civil service environment by the Chief Executive Officer in conjunction with the PSC Management Team, resulted in the identification of the following priorities:

- identifying the priority plan activities for each division, and articulating work plans for PSC employees;

- focusing on HR planning, including knowledge transfer strategies and the articulation of viable succession planning strategies, while recognizing the unionized environment and collective agreements;
- developing corporate strategies to respond to the Employee Survey 2015 results in the civil service;
- identifying and coordinating the provision of the most strategic learning and development opportunities to support leadership, management and succession planning;
- determining the most effective methods for supporting and enhancing the health of employees, as well as safe work places; and
- providing reliable and accurate human resources information in a timely fashion.

Below is a brief description of some of the highlights of the PSC work activities, organized by goal, which demonstrate how these priorities were addressed across the civil service.

Improved capacity of the provincial civil service (knowledgeable, skilled and engaged employees)

Bench strength is one aspect of an organization's capacity. This fiscal year saw a continued high volume of staffing activities, with Health PEI accounting for 86% of competitions. Staffing consultants led the recruitment and selection process and continued to conduct post interview board meetings with employees. Workshops on "How to Prepare for the Job Interview" were delivered by the staffing consultants at educational institutions as well as for public service employees in both the civil and health sectors.

The demographics of the PEI population are changing considerably. With a small population of approximately 149,472, there is an increase in immigration, with over 90 nationalities represented in the province. Recognizing this, a diverse workplace continues to be a priority for government. Strategically, the Diversity Consultant maintains a database to facilitate hiring qualified candidates from the four provincially designated diversity groups. In addition, the Diversity Consultant continued to provide diversity and cultural awareness workshops and information

sessions to government departments, and strengthened the PSC's working relationships with community organizations.

Across the civil service, departments did succession planning, paying particularly close attention to priority and hard to fill positions in order to ensure the continuity of service to the public.

Improved employee and leadership development

Momentum continued to build in the implementation of the Learning and Development Framework, which was designed with the intent to meet corporate, departmental and employee learning and development needs. Departments continued to be provided with funding to plan customized learning opportunities to reflect their operational needs. Registrations for the "Sessions about Working in Government", which were delivered by subject matter experts, many being government employees, continued to yield high registration numbers, with a reduction in the numbers of absences. French language training and assessments continued to encourage and support the ability of the civil service to serve clients in French. In addition, learning and development funds were available to individuals and employee groups to foster career development, and ultimately to improve service delivery to Islanders.

This year the PSC learning opportunities were re-branded to "Pathways for Learning" to emphasize that there are different ways to access a variety of learning options. Employees may access funding through the Employee Development and Training Funds while departments may provide specialized training to employees using departmental customized training grants from the PSC. In addition to the Working in Government sessions, learning opportunities were available in other areas such as labour relations, cultural and diversity training, retirement planning, French language training, as well as, occupational health and safety.

Improved employee and workplace health, safety and well being

Employees and safe workplaces are critical success factors for a thriving civil service. Recognizing this, the Occupational Health and Safety (OHS) Section continued to work with departments to provide relevant health and safety initiatives, as well as to monitor work place safety.

Education about mental health in the work place and support continued to be an important issue across the civil service. The Employee Assistance Program reported 668 new counseling files while serving the Civil Service, Health and Education Sectors. In addition, the PSC collaborated with departments to create and implement Guidelines for Addressing Family Violence in the Workplace.

Improved human resource legislation, policies, processes and practices

The Administration, Corporate Human Resource Management System (HRMS) and Payroll Division conducted an internal review of payroll business processes and resources. Also, increased clarification and consistency of processes and practices reduced inquiries and improved the quality of system products, such as management reports.

Service level agreements were updated and completed with client departments to continue a high level of customer service.

The Payroll and Human Resources Management Information system was updated to improve processing, and to generate accurate, timely information to enhance human resources management support and administration processes.

The highlights mentioned reflect not only the variety of activities during the year, but also the PSC's success in addressing its mandate to maximize civil service employees' performance and engagement in the delivery of government's programs and services in a modern public service work environment.

Sommaire

Au cours de l'exercice financier 2016-2017, la Commission de la fonction publique (CFP) a manifesté son engagement à être un partenaire stratégique de la prestation des programmes et des services du gouvernement. Elle s'acquitte ainsi de son mandat, décrit comme suit dans la *Civil Service Act* (loi sur la fonction publique) :

- assurer l'indépendance et le professionnalisme de la fonction publique;
- fournir un service souple et adapté aux besoins du public;
- favoriser des relations de travail constructives entre le gouvernement, son personnel et ses représentants;
- favoriser l'essor d'une fonction publique à l'image de la diversité de la province.

La CFP est organisée en trois divisions composées d'unités de travail servant à fournir certains services au public et à la fonction publique provinciale. Voici les divisions :

- Division de la dotation, de la classification et du développement organisationnel
- Division de la gestion des ressources humaines et des relations de travail
- Division de l'administration, du Système de gestion des ressources humaines (SGRH) et de la paie

Les travaux de la CFP s'alignent sur son plan d'affaires et en ressources humaines (2015-2017) et sur les priorités émergentes au sein de la fonction publique. La nature spécialisée des activités de chaque division détermine largement quels objectifs sont touchés par les stratégies et activités. Toutefois, comme la gestion et l'administration des ressources humaines sont étroitement liées, il arrive souvent qu'une stratégie ou une activité donnent des résultats pour tous les objectifs.

Les activités de 2016-2017 sont une suite du travail de 2015-2016 selon lequel, après une analyse de la fonction publique par le directeur général et l'équipe de direction de la CFP, les priorités suivantes ont été établies :

- Établir les activités planifiées prioritaires pour chaque division, et définir les plans de travail pour les employés de la CFP;
- Se concentrer sur la planification des ressources humaines, y compris les stratégies de transfert des connaissances et l'établissement de stratégie de planification de la relève – tout en reconnaissant le milieu syndiqué et les ententes collectives;

- Élaborer des stratégies visant à répondre aux résultats du sondage auprès du personnel de la fonction publique de 2015;
- Assurer l'offre des occasions de perfectionnement les plus stratégiques pour appuyer le leadership, la gestion et la planification de la relève;
- Trouver les méthodes les plus efficaces pour favoriser la santé des employés et la sécurité en milieu de travail;
- Fournir de l'information fiable et exacte en matière de ressources humaines, et ce dans des délais raisonnables.

Ci-dessous se trouve une brève présentation de faits saillants des travaux de la CFP, triés par objectifs, permettant de voir comment ces priorités ont été traitées.

Amélioration de la capacité de la fonction publique provinciale (personnel renseigné, compétent, qualifié et motivé)

L'effectif de réserve constitue l'un des piliers de la capacité de l'organisme. Au cours de l'exercice, les activités de dotation ont continué d'être nombreuses, 86 pour cent des concours découlant de Santé Î.-P.-É. En plus de mener le processus de recrutement et de sélection, les conseillers en dotation ont continué de rencontrer les employés après les entrevues et d'offrir des ateliers sur la préparation aux entrevues d'emploi dans les établissements d'enseignement et aux employés de la fonction publique et du secteur de la santé.

Le portrait démographique de l'Île-du-Prince-Édouard continue d'évoluer de façon importante. Sa petite population d'environ 149 472 personnes connaît une augmentation en matière d'immigration; en effet, la province compte maintenant plus de 90 nationalités. Le gouvernement continue donc de privilégier la diversité au sein du milieu de travail. À cet effet, le conseiller en diversité tient à jour une base de données afin de faciliter l'embauche de candidats qualifiés provenant des quatre groupes de la diversité désignés; offre des ateliers et des séances d'information portant sur la diversité et la sensibilisation aux cultures à tous les ministères provinciaux; et renforce les relations de travail entre le gouvernement et les organismes communautaires.

Au sein de la fonction publique, les ministères ont fait une planification de la relève en prêtant particulièrement attention aux postes prioritaires et difficiles à combler afin d'assurer une continuité des services au public.

Amélioration du perfectionnement du personnel et du développement du leadership

La mise en œuvre du Cadre d'apprentissage et de perfectionnement s'est poursuivie afin de satisfaire les besoins du personnel, des ministères et du gouvernement en matière d'apprentissage et de perfectionnement. Les ministères ont continué de recevoir du financement pour planifier des occasions d'apprentissage en fonction de leurs besoins opérationnels. Les inscriptions aux séances « Travailler au sein de la fonction publique », offertes par des experts en la matière – dont plusieurs employés du gouvernement –, ont continué d'être nombreuses et le nombre de participants absents a diminué. Les évaluations et les formations linguistiques en français ont continué d'encourager et d'appuyer la capacité de la fonction publique de servir ses clients en français. Les fonctionnaires individuels et les groupes d'employés avaient d'ailleurs accès à des fonds en matière d'apprentissage et de perfectionnement, favorisant ainsi le perfectionnement professionnel et, par conséquent, améliorant la prestation de services aux Insulaires.

Cette année, la promotion des activités de formation de la CFP s'est faite sous le thème

« Pathways to Leadership » (Les voies de l'apprentissage) afin de souligner le fait qu'il y a plusieurs options d'apprentissage. Les employés peuvent obtenir du financement par l'entremise du fonds pour le perfectionnement et la formation des employés, et les ministères peuvent fournir de la formation spécialisée aux employés, grâce aux subventions ministérielles pour la formation sur mesure de la CFP. En plus des séances « Travailler au sein de la fonction publique », il y a eu de la formation dans les domaines suivants : relations de travail, culture et diversité, planification de la retraite, langue française ainsi que santé et sécurité au travail.

Un nouveau programme « Leaders in action » (leaders en action) a été créé afin de développer les compétences en leadership au sein de la fonction publique.

Amélioration de la santé, de la sécurité et du bien-être des employés en milieu de travail

Le bien-être des employés et la sécurité des milieux de travail sont des facteurs de réussite essentiels pour établir une fonction publique florissante. La Division de la santé et de la sécurité au travail a donc œuvré auprès des ministères pour fournir des initiatives en matière de santé et de sécurité au travail et pour veiller à la sécurité en milieu de travail.

La sensibilisation à la santé mentale en milieu de travail et les appuis en la matière sont demeurés des dossiers importants au sein de la fonction publique. Le Programme d'aide aux employés a rapporté 668 nouveaux cas parmi les employés de la fonction publique et des secteurs de la santé et de l'éducation. De plus, la CFP collabore avec les ministères pour créer et mettre en œuvre des lignes directrices sur les répercussions de la violence familiale sur le milieu de travail.

Amélioration des lois, des politiques, des processus et des pratiques en matière de ressources humaines

La Division de l'administration, de la gestion des ressources humaines et de la paie a mené un examen interne des ressources et processus administratifs liés à la paie. De plus, une clarté et une cohérence accrues au sein des processus et des pratiques ont permis d'améliorer la compréhension et la qualité des produits du système, comme les rapports de gestion.

Les ententes en matière de services ont été mises à jour et établies avec des ministères afin d'assurer la qualité continue du service à la clientèle.

Le système d'information sur la gestion des ressources humaines et de la paie a été mis à jour pour permettre un meilleur traitement et la production rapide d'information exacte afin d'améliorer le soutien à la gestion des ressources humaines et les processus administratifs.

Les faits saillants présentés reflètent non seulement l'éventail des activités menées au cours de l'exercice, mais aussi les efforts réussis de la CFP visant à accomplir son mandat pour maximiser le rendement et le dévouement des employés de la fonction publique dans la prestation des programmes et des services du gouvernement dans un milieu de travail moderne.

Long Term Service Recognition Program

Le programme de reconnaissance de longs états de service

The PSC organizes and coordinates the Long Term Service Recognition Program which honours employees who have completed 20, 25, 30, 35 and 40 years of continuous service with the provincial public service.

Premier MacLauchlan hosted a luncheon for 54 employees with 20 years of continuous service, 97 employees with 25 years of continuous service, 33 employees with 30 years of continuous service, 20 employees with 35 years of continuous service, and 4 employees with 40 years of continuous service. A total of 208 employees were invited to the luncheons.

La CFP organise et coordonne le programme de reconnaissance de longs états de service qui rend hommage aux employés qui comptent 20, 25, 30, 35 et 40 ans de service ininterrompu au sein de la fonction publique provinciale.

Le premier ministre MacLauchlan a organisé des déjeuners pour les 54 employés ayant 20 années de service continu, les 97 employés ayant 25 années de service continu, les 33 employés ayant 30 années de service continu, les 20 employés ayant 35 années de service continu, et les 4 employés ayant 40 années de service continu.

20 years / 20 ans



Recipients of the Long Term Service Award, 20 years
Les récipiendaires des récompenses pour long états de service, 20 ans

25 years / 25 ans



Recipients of the Long Term Service Award, 25 years
Les récipiendaires des récompenses pour long états de service, 25 ans

30 years / 30 ans



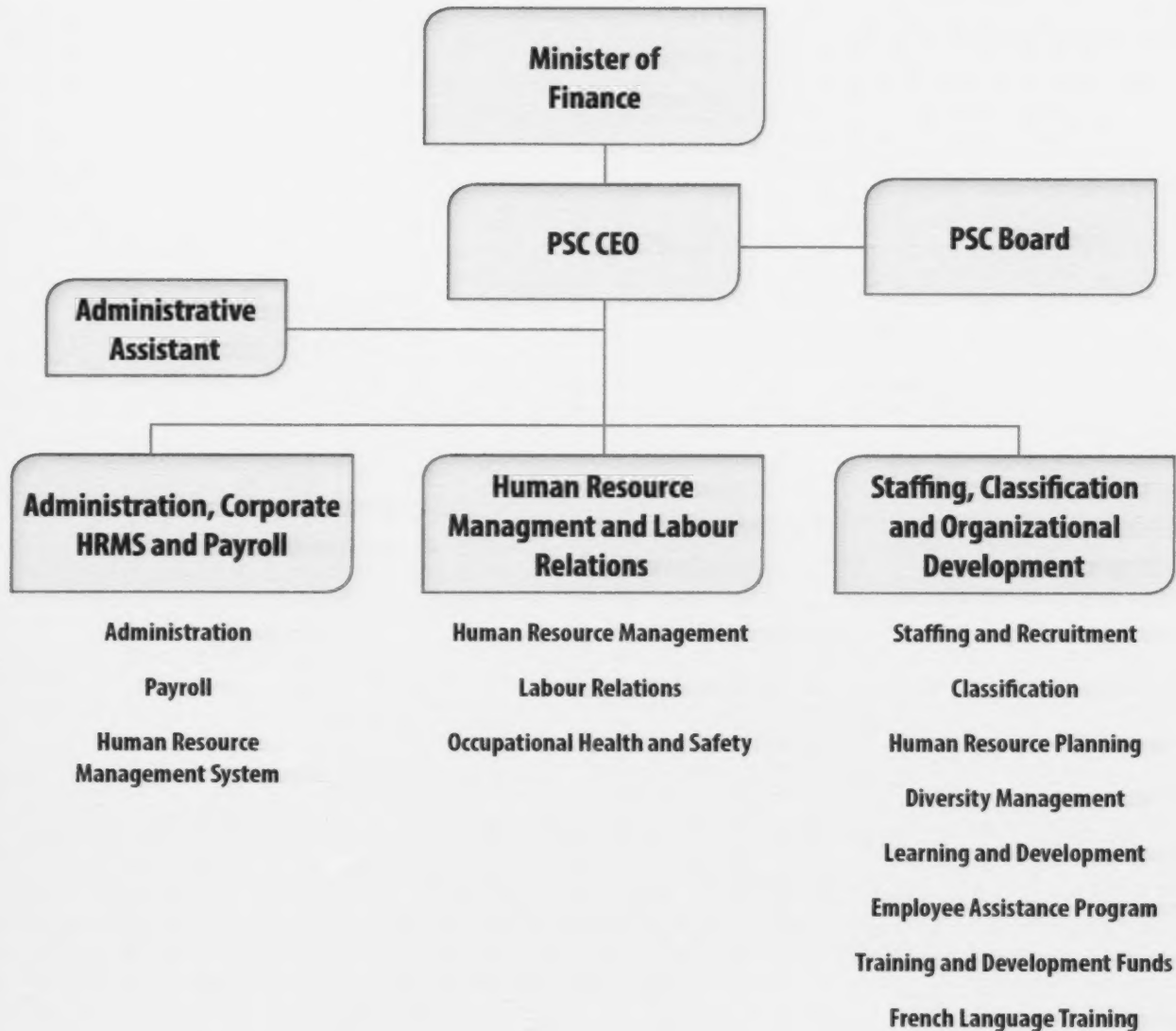
Recipients of the Long Term Service Award, 30 years
Les récipiendaires des récompenses pour long états de service, 30 ans

35 and 40 years / 35 and 40 ans



Recipients of the Long Term Service Award, 35 and 40 years
Les récipiendaires des récompenses pour long états de service, 35 ans

1. Organization Structure of the Public Service Commission



2.0 PSC Business and Human Resource Plan (2015-2017) Progress Update

2.1 Background

The *PSC Business and Human Resource Plan (2015 – 2017)* was formally launched in February 2015 through several communication activities. The Chief Executive Officer presented and distributed the plan to the Deputy Minister Council. A personal copy of the plan was distributed to each PSC employee at the annual staff day. The document was also posted to the PSC website because the *Business and Human Resource Plan (2015-2017)* is the Corporate HR Plan and is made available to all civil service employees.

The plan was developed through extensive consultation with PSC clients throughout the public service, as well as with PSC employees. Research into HR best practices and effective strategies from Canadian public sector jurisdictions were used to construct the plan framework. The goals and strategies reflect the work to be done to maximize civil service employees' performance and engagement in the delivery of government's programs and services. Qualitative and quantitative indicators are used to monitor progress and identify emerging trends or issues that may require action by the PSC.

The CEO and the leadership team continued their commitment to the implementation of the plan. The directors and managers monitored and reported results at divisional meetings, bi-monthly management meetings, and weekly senior management meetings.

Model of the PSC Plan:



2.2 The PSC Goals and Indicators for 2016-2017

Key progress indicators are used to demonstrate the investment and effort expended by an organization to achieve measurable desired results in the goal areas. For the PSC plan, quantitative indicators were selected from across the indicator spectrum. Indicators were also selected based on the ability of the PSC to collect and report reliable and valid information by making a reasonable investment in data collection processes. The types of indicators presented in the tables and associated examples are as follows:

- *Input* indicators report on the resources placed into a program and/or service (e.g. number of employees);
- *Activity* indicators report on services that a program offers and/or delivers (e.g. staffing competitions);
- *Output* indicators report on the products and efficiency of a program and/or service (e.g. number of staffing competitions, classification review process turn-around time); and
- *Outcome* indicators report on the impact, or effectiveness, of a program and/or service on desired results in the stated goal areas of capacity, leadership, health and wellness, and process quality.

Regardless of the type of indicator, it is important to consider the reported result value within the work context. For example, the volume of work and available resources to do the work will have an impact on turnaround time for both staffing and classification progress indicators. Other environmental factors may be considered for other indicators.

The appendices of this report provide operational information for PSC functions.

Another important factor is the nature of the goal being considered for progress status. Results for the PSC goals may be affected by many different variables, some of which are beyond the control of the PSC. Furthermore, changes in some result areas, as demonstrated by the indicators, may only be observed over an extended period of time.

The following Tables 1 to 4 present the indicator results for each of the PSC goals, from the baseline fiscal year of 2013-2014 to the current fiscal year 2016-2017.

Appendix 5.1 presents detailed information on the *PSC Business and Human Resource Plan (2015-2017)* Indicators Definitions and Data Source information. There are generally three sources for indicator data:

- the Human Resource Management and Payroll System;
- the Civil Service Employee Survey; and
- the PSC Client Satisfaction Survey.

2.3 Overview of the 2016-2017 Results

The recognition of the importance of human resource planning, learning and development resulted in:

- employee registrations for PSC sponsored learning opportunities, such as "Sessions about Working in Government", labour relations training, diversity and French language training continue to have strong registration rates. (Table 2 and detailed numbers presented for each learning category in Appendix 5.4.3)
- employees were able to attend leadership and management individual sessions instead of programs during this fiscal year, while the PSC developed the Leaders in Action program and planned for external learning facilitators to deliver sessions (Table 2)
- the percentage of employees that identify as being bilingual increased to 11.6% (Table 1)
- the number of bilingual positions in the civil service increased from 73 to 98 positions which increases the capacity to provide government services in French (Table 1)

The intentional corporate approaches to improving employee and workplace health, safety and well-being, such as monitoring Workers Compensation Board claims, accommodations (when needed), and wellness education opportunities contributed to:

- a considerable decrease of 1,568 in the number of days lost to Workers Compensation Board claims to 4,150 days lost (Table 3);
- a relatively static number of Workers Compensation Board Claims over the past three fiscal years (Table 3)
- a notable increase in the number of registrations for PSC learning sessions may be attributed to the large EAP orientation sessions that were provided to large audiences to ensure employees are aware of the EAP services (Table 2)
- the percentage of employees who agree that they have support at work to balance work with personal life was 81% (Table 3)

Several indicators point to challenges such as:

- the overall percentage of civil service employees who reported having a performance management conversation within the past two years increased by six percent to 36% which is a positive progression (Table 1). In fact a total of 61% of employees have a performance plan, although not all are current, within two years. It is recognized that this is an overall indicator for the civil service; some departments may report high percentages of performance plan discussions, while others may have low completion rates. Other indicators of performance management may be found in the Employee Survey (Table 2), which shows that 53.4% of respondents have discussed a learning plan with their immediate supervisor, and 63.7% agree that their manager provides regular feedback on their performance.
- the percentage of permanent employees under the age of 35 years continued to decline to 7.3 percent of total permanent employees (Table 1). Ongoing recruitment of youth is critical to ensure a pool of talented employees, particularly for succession planning purposes.

These challenges may be addressed through the ongoing implementation of strategic actions that are identified in the *PSC Business and Human Resource Plan (2015-2017)*.

The following tables present the performance indicators for each of the four PSC goals.

Section 3 of this annual report provides the Divisional Reports that describe the activities that contributed to progress between the baseline year of 2013-2014 and this reporting year.

**Table 1: Goal - Improved Capacity of the Provincial Civil Service
(Knowledgeable, skilled and engaged employees)**

Progress Indicators		Baseline Year 2013-2014	2014-2015	2015-2016	2016-2017
1. Percentage of employee survey respondents who self-identify with the four designated diversity groups*	Aboriginal	2.2 %	=====	2.4%	*
	Person with a Disability	3.4 %	=====	2.6%	*
	Member of a Visible Minority	1.6 %	=====	2.4%	*
	Non-traditional Occupation for Gender	6.1 %	=====	6.3%	*
2. Percentage of employees that identify as being bilingual		7.79 %	8.1 %	10.1%	11.6%
3. Number and percentage of bilingual positions in the Civil Service		75 (3.3 %)	77 (3.4 %)	73 (2.6%)	98 (3.6%)
4. Percentage of employees who access bilingual training and development opportunities		6.6 %	7.6 %	6.0%	5.1%
5. Percentage of external hires		14.3 %	19.8 %	17.2%	14.4%
6. Percentage of permanent employees under the age of 35 years		10.9 %	11 %	10.1%	7.3%
7. Percentage of employees who agree they have opportunities for career growth*		45.9 %	=====	47%	*
8. Percentage of new permanent employees that stay over five years or over two years with the Civil Service		78.9 % (5 years) 93.5 % (2 years)	81.3 % (5 years) 94.8 % (2 years)	82.5% (5 years) 95.8% (2 years)	82.1% (5 years) 92.3% (2 years)
9. Percentage of appointments to senior management positions (director level and higher) from within the Civil Service		7.7 %	4 %	4%	3.94%
10. Percentage of employees who report that they have completed a Performance Management Plan within the past two fiscal years		31 %	38 %	30%	36%
11. Overall employee engagement index for the Civil Service*		71 %	=====	72.2	*
* The data source for these indicators is the Employee Survey. The last survey was conducted in November 2015. The next survey is planned for the winter 2018.					

Table 2: Goal - Improved employee and leadership development

Progress Indicators	Baseline Year 2013-2014	2014-2015	2015-2016	2016-2017
1. Percentage of employees who have discussed a learning plan with their immediate supervisor *	46.5 %	=====	53.4	*
2. Number of employees who have completed Leadership/Manager learning opportunities that are provided through the PSC	68	41	69	0
3. Percentage of employees who agree their manager provides regular feedback on their performance *	62 %	=====	63.7	*
4. Number of registrations for PSC funded learning opportunities for all learning areas (e.g. French language training, labour relations training, cultural diversity training, etc.)**	2,463	2,802	3,382	4,131
5. Number and percentage of applications approved for funding from Employee Training and Development Funds **	723 (84%)	576 (78 %)	667 (80%)	511(63%)
* The data source for this indicator is the Employee Survey. The last survey was conducted in November 2015. The next survey is planned for the winter of 2018				

Table 3: Goal - Improved employee and workplace health, safety and well-being

Progress Indicators	Baseline Year 2013-2014	2014-2015	2015-2016	2016-2017
1. Percentage of employees who agree that they have support at work to balance work and personal life.*	81 %	=====	81.4	*
2. Average Leave utilization rates (days)				
a. Sick Leave – Unpaid	0.10	0.11	0.16	0.14
b. Sick Leave – Paid (including Medical Appointments)	9.07	8.71	9.77	9.62
Special Leave	c. Serious Illness in Family (Art. 24.14b)	0.06	0.06	0.07
	d. Illness in Family (Doctor's Statement)	0.01	0.02	0.01
	e. Illness in Family (Art. 24.13 (a)(1))	1.13	1.04	1.09
	f. Travel Family Medical (Art. 24.13(a)(2))	0.36	0.39	0.42
3. Usage of the Employee Assistance Program	2,284	2,099	2,130	2,436
4. Number of Days Lost to Workers Compensation Board Claims	7,304	7,995	5,718	4,150
5. Number of Workers Compensation Board Claims	177	195	192	184
* The data source for this indicator is the Employee Survey. The last survey was conducted in November 2015. The next survey is planned for the winter of 2018				

Table 4: Goal - Improved human resources legislation, policies, processes and practices

Progress Indicators		2013-2014	2014-2015	2015-2016	2016-2017
1. Average time to hire (days)	a. Civil	85	69	50	28***
	b. Health PEI	57	39	23	23***
2. Average classification file turnaround time (working days)	a. Vacant Positions	21	32	44	45
	b. Encumbered Positions	170	141	234	220
3. Total number of pay cheques produced		12,924	12,345	11,754	12,085
4. Total number and percentage of "off cycles" produced (pays outside of normal pay schedule)		54 (0.42 %)	35 (0.28 %)	47 (0.40%)	58 (0.47%)
5. Total number of overpayments for total cheques produced		49	48	75	63
6. Average level of client satisfaction with PSC services ***		**	**	**	**

** Data source for this indicator is the PSC Client Satisfaction Survey which was conducted in 2010 and 2013. In order to improve the ability to monitor trends between surveys, a new survey is planned for 2017-2018 fiscal year.

Three hundred electronic survey invitations were issued to deputy ministers, directors and managers in the 2013 survey. There was a seven point Likert scale to measure level of satisfaction with each of the PSC services, across the five attributes of client service - timeliness, professionalism, knowledge, consistency, and outcome. Results showed an 85% or higher level of satisfaction on one or more of the attributes for the Staffing, Employee Assistance Program, Departmental HR Management, and Corporate HRMS/Payroll sections. Lower levels of satisfaction (between 48% and 67%) were reported with the Classification, Diversity Management and French Language Training programs for timeliness, consistency and outcome.

***Since 2015/2016 the values were calculated using a different formula than in previous fiscal years to better reflect staffing activity within the fiscal year.

3.0 Divisional Reports

The CEO's office is responsible for several annual interactive events. These events recognize the value of employees and importance of their work. Wellness and life/work balance with family and community are also themes for these programs.

The Annual Public Service Week events are provided through this office. The Executive Assistant leads a working group with departmental representatives to plan activities that include service recognition awards, health and wellness information sessions, entertaining contests such as best pet picture, and the closing BBQ charity fundraiser for all civil service employees across the province.



Another corporate activity is the "Take Your Kids to Work Day", when civil service employees invite their grade nine students to spend the morning at their work places. In the afternoon, the PSC offers a guided tour that usually includes a visit with the Premier in the Cabinet Room, and a tour of the Legislative Assembly hosted by the Assistant Clerk of the Legislature. The day comes to a close with a visit to one of the civil service departments sites that may be of interest to grade nine students (eg. the court house, multi-media studio, environmental presentation).

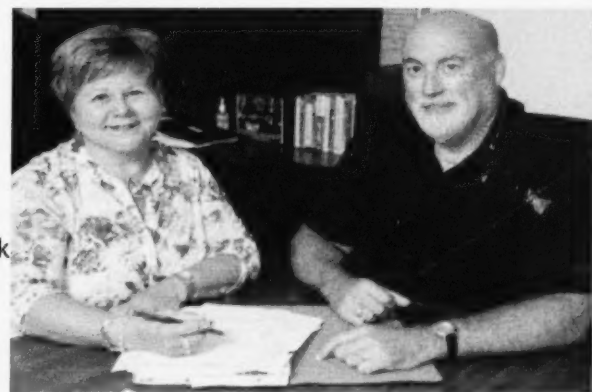
This year, the CEO, recognizing the need to prepare the workforce for the large number of retirements, and the desire to continually modernize the civil service, focussed on three projects.

First, succession planning within departments was enhanced by the development and implementation of a clearly articulated process for identifying priority positions, as well as strategies to ensure that priority positions are filled with qualified employees on an ongoing basis.

Leadership is one of the critical success factors for an effective public service. The second major project spearheaded by the CEO was a review of the current learning framework and practices, particularly in relationship to leadership development. The Corporate HR Planning Consultant prepared recommendations which were reviewed with the Deputy Ministers Ad Hoc HR Sub-Committee, which includes the Clerk of Executive Council. As of result of this work, the PSC learning offerings were re-branded as "Pathways for Learning", and the Leaders in Action program was launched with a call for applications in February 2017.

The third priority project was the development and introduction of the Managers Dashboard. The civil service is committed to evidence informed decision making and planning. To this end, managers must have accurate and timely information about their employees to identify trends to prevent issues before they arise by using effective human resources management practices, such as referrals to the Employee Assistance Program, additional support in the work place, and ongoing succession planning.

In addition to the above mentioned corporate initiatives, the CEO requested that all PSC employees attend a session on Valuing Diversity and Cultural Awareness, and another session on Mental Health Awareness. The PSC Management Team was requested to attend Mental Health Awareness and Workplace Performance. These sessions were intended to enhance PSC employees' understanding and abilities in working within the complex civil service work environment.



Delma Good, Executive Assistant with Andrew Thompson, Chief Executive Officer, Public Service Commission

3.1 Staffing, Classification and Organizational Development Division

3.1.1 Staffing and Recruitment

Staffing and Recruitment provides staffing services to the various government departments and Health PEI in accordance with hiring practices outlined in legislation, various collective agreements, and policy. Staff are located in various centers across the province, including the Access PEI site in Summerside, both the Prince County and Queen Elizabeth Hospitals, and the central office at the first floor Shaw Building in Charlottetown. Staff also travel to provide services in eastern and western PEI.

Staffing consultants assist employers in the selection of qualified employees using a process of candidate screening, testing (if required), interviewing, referencing and appointment to a position. They are also available to provide career advice and post-interview feedback to employees.

The selection process is based on the following set of guiding principles:

- decisions are to be made on the basis of the merit principle of qualifications, relative ability, knowledge and skills;
- objectivity, fairness and consistency guide selection activity; and
- confidentiality must be maintained by all staff involved.

New recruitment strategies were developed particularly for postings that are open to the public. Staffing consultants worked collaboratively with human resources managers to identify appropriate recruitment tools. Strategies included working closely with Communications PEI to use social media campaigns for vacant "open to the public" positions, utilizing public advertising options or professional organization websites. These cost effective and outreach communication tools are helpful to optimize the pool of qualified applicants for external competitions.

To meet current and future needs for casual employees within the civil service and Health PEI, additional casual postings were placed on the Jobs PEI website. Applicants may now apply on-line for these positions.

Staffing consultants worked with clients to provide staffing services using best practices. Providing a service that supports clients and candidates, while using a value added process, is important for the modernization of recruitment and staffing services.

3.1.2 Classification

The Classification Section is responsible for the development, maintenance and administration of the job evaluation process, and the classification plan, which establishes the framework for pay plans. The section also provides advice on organizational design and compensation.

The purpose of a job classification is to determine the relative worth of jobs, based on the described duties and responsibilities of one position compared to the next position within the organization. The classification tool used is the Willis Position Evaluation System, which was adopted by the PSC through a joint committee of union and management representatives. This process is fundamental to the employer's commitment to compensate employees fairly and equitably for the work they do.

The Classification Section provides services to all departments of government in accordance with the *Civil Service Act*. Classification services are also provided to Health PEI, school boards, and other crown corporations and agencies, including the PEI Liquor Control Commission.

There was a 31% increase from the previous year in the number of review requests that were submitted; 440 requests submitted in 2016-2017, as compared to 321 requests during the previous year. There were 415 reviews completed by the Classification Section during the year (a 6% increase from the previous year). Approximately 27% of this activity was for the Health Sector, which represents a decrease from the previous year. Of the 415 reviews completed, twenty-three (23) of the positions were downgraded, of which three (3) were encumbered.

Classification also witnessed a 30% increase in the number of vacant positions that were reviewed. There were 300 vacant positions reviewed in 2016-2017, compared to 220 positions in the previous year. Approximately 73% of reviews were completed in forty-five (45) working days or less. This was a significant increase in reviews over the previous year.

The Classification Section worked collaboratively with HR managers to focus on obtaining updated Position Questionnaires (PQs) from departments, especially for positions that had not been reviewed within the past five (years) or more. There were 123 PQs updated for both vacant and encumbered positions.

In November 2016, the Classification Section commenced working on a Lean Six Sigma project with a view to improving timeliness, efficiency, and customer satisfaction. Through the application of the Lean Six Sigma principles, this project presented an opportunity to ultimately improve the Classification Review Process.

3.1.3 HR Planning

As mentioned in Part 2, the *PSC Business and Human Resource Plan (2015-2017)* was launched in February 2015. During this fiscal year the PSC Management Team continued to implement the business plan activities based on the priorities identified by the CEO and Directors.

The importance of ongoing HR planning in public service organizations was reinforced by the PSC. The CEO, Directors and Corporate HR Planning Consultant met in November 2016 to strategize potential solutions to address the information in the PSC demographic profile. Essentially, up to 21% of PSC staff may be eligible to retire in 2017. It was recognized that many departments throughout the civil service are faced with this same issue.

Following this PSC planning session, a succession planning work group was formed, consisting of HR managers from various departments. This working group created a decision tree to be used by all departments. The decision tree follows a logical path to identify priority positions for succession planning and talent management. Knowledge transfer, current skill inventory, recruitment and retention supporting diversity and the *French Language Service Act* objectives, as well as learning and development plans are considered effective proactive strategies to ensure the capacity of departments to fulfill their mandates.

The process was implemented by the CEO and Directors in identifying key positions within the PSC. Other departments also adopted this process with appropriate customizations to reflect their particular working environments, which may include large seasonal hiring, and/or 24/7 operations.

The PSC's Corporate HRMS staff generated consistent departmental demographic and position status reports to support the planning processes described above. The Departmental Workforce Profile template, designed in the 2015-2016 fiscal year, could then be updated to show the planned activities required to ensure ongoing operations through the recruitment, development and retention of employees for the evolving public service.

This consistent approach to HR Planning will assist the Deputy Minister Council in monitoring the capacity of the public service, and to take the actions required to ensure the ongoing development of a modern public service.

Learning and Development

Momentum continued to build in the implementation of the *Learning and Development Framework (2013)*.

Clients, partners and stakeholders of the PEI Civil Service deserve high quality services and performance from all employees. Ongoing improvement of leadership, management and employee skill sets is critical for developing a quality work environment and effective civil service. To meet this need, the civil service provides opportunities for professional development.

Learning and development is becoming increasingly important due to the aging civil service and the expected retirement of senior leaders within the next few years. Also, the changing nature of public service due to diverse and complex client needs, social media, and technology requires ongoing learning and development to be a priority in the public service.

Appendix 5.4.3 presents the learning and development opportunities that were offered since 2013-2014. The Sessions About Working in Government catalogue included 24 subject areas which were offered by 21 internal subject matter experts. The decrease in the number of internal subject matter experts was largely due to work load demands or changes in operational responsibilities. A total of 60 sessions were offered, four less than in 2015-2016. The number of registrations processed decreased to 1,095 from 1,365 in the previous year.

To prepare for the expected large number of retirements, particularly in leadership positions, a new leadership development cohort program was designed. The new Leaders in Action program will be delivered by both internal and external subject matter experts from both the public service and the private sector. The program requires a commitment of up to two days per month, and includes participation in corporate project(s). A call for applications was distributed to all civil service employees in February 2017; applications were submitted to the PSC.

Participants in this program represent all departments in the civil service and were approved by their departmental senior leadership teams. A total of 24 participants were approved by the Deputy Ministers Adhoc HR Sub-committee. The program will be managed by the Corporate HR Planning Consultant and guided by the Deputy Ministers Council (DMC) through the DMC Adhoc HR sub-committee.

Administration of the Employee Training and Development Funds

The Excluded and Unionized Employee Training and Development Funds continued to be a popular source for employees to access learning opportunities. These funds consist of \$300,000 for the unionized employees' fund and \$100,000 for the excluded employees' fund. Funding is available to individuals and employee groups. The funds are meant to foster career development and ultimately to improve service delivery to Islanders. Each fund has a representative approval committee in place with administrative support from the PSC.

Appendix 5.4.4 presents the application activity for both funds. Compared to the last fiscal year, there was a 13% decrease in applications to the Union Training and Development Fund while there was a 22% increase in the Excluded Training and Development Fund.



Jennifer Bulger, Bilingual Administration Support, Administrator, Employee Training and Development Funds

Employee Engagement

In November 2015, the PSC led the fourth Employee Survey for civil service employees. Previous surveys occurred in 2008, 2010 and 2012. Support was provided by Information Technology Systems and Services to administer the system online. An economist with the Division of Federal and Fiscal Relations analyzed the results, and provided interpretation support to the Corporate HR Planning Consultant and human resource managers.

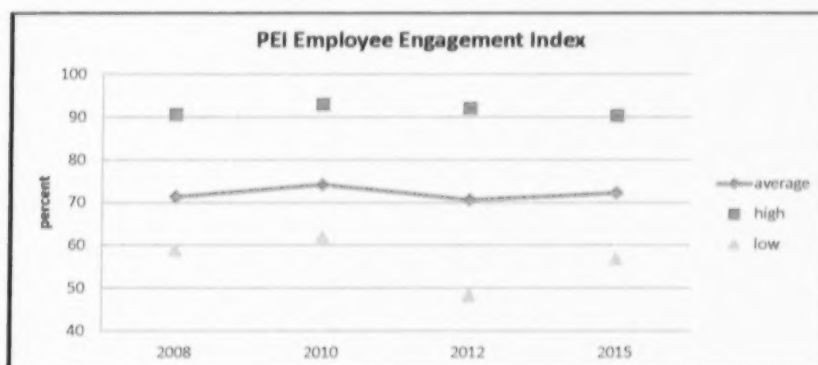
The Province's employee engagement survey contributes to the Employee Engagement Inter-jurisdictional initiative. As part of this initiative, Canadian jurisdictions including the federal government use 20 core questions in their survey, in addition to questions which are specific to the jurisdiction being surveyed. Fourteen of these questions are considered to be drivers of employee engagement, while six questions are considered outcomes of employee engagement. The following six outcome questions are used to compose the employee engagement index.

- I am satisfied with my ministry/department.
- Overall, I am satisfied in my work as a(n) "Department Name" employee.
- I am proud to tell people I work for the "Department Name".
- I would prefer to stay with the "Department Name", even if I were offered a similar job elsewhere.
- I am inspired to give my very best.
- I would recommend "Department Name" as a great place to work.

Prince Edward Island's engagement index is calculated in a similar manner as the national engagement index. With the national initiative, an average of jurisdictions' indexes is used; while provincially an average of departments is used. This allows each department to have equal weight in calculating the average, irrespective of the number of employees. Efforts to improve employee engagement stem largely from departmental initiatives, while the success of corporate initiatives is dependent on departmental implementation. By assigning each department equal weight, the successes, challenges, and best practices of each are more evident.

In 2015, the PEI public service employee engagement score was 72.2 per cent, an improvement of 1.6 percentage points from 2012, though still lower than the high reported in 2010 of 74.2 per cent. There has also been a narrowing between the highest score reported by department and the lowest score reported between 2012 and 2015, though the spread between them is still larger than seen in both the 2008 and 2010 surveys.

In general, the results confirmed that the civil service has a strong foundation for the delivery of government's programs and services. Employees report having positive working relationships with co-workers, having a good fit with their work, skills and interests, and know what is expected at work. Results also indicated that there are challenges in terms of essential information flowing effectively from leadership to staff, ongoing performance management discussions and career growth opportunities.



The detailed analysis of the results was presented to the Deputy Minister Council (DMC) early in 2016. The deputy ministers were, and continue to be, committed and responsible for responding to results with strategies that are appropriate for their departmental operational and cultural work environment. In addition, the PSC was committed to working collaboratively with departments in the following priority areas:

- Identification of career growth opportunities within the government of PEI
- Discussions with employees concerning performance, learning and development needs, as well as career aspirations on an ongoing basis
- Recognition of the importance and value of employee innovation in the work place
- Communication from senior leadership on essential information that affects work to all employees on an ongoing basis.

During the 2016-2017 fiscal year, information on departmental and corporate strategies was discussed to facilitate sharing and/or collaboration of effective strategies to respond to the 2015 survey results. By the end of 2016, all departments had shared departmental results with employees and started to develop plans to respond to those results.

The list below describes some the initiatives that are underway to respond to employees' feedback and suggestions for improvement in the work environment. It is evident that the priorities identified by the DMC are being addressed by departments throughout the civil service.

- Where possible apprenticeship programs are being introduced to provide career opportunities within government.
- Partnerships are being established with aboriginal community for work with particular client groups.
- Staff appreciation days are being held to recognize employees' accomplishments.
- Some departments have focused on ensuring that all employees have a formal performance discussion and learning plan within a designated time period.
- Several departments created employee engagement work groups to develop customized activities for the department and/or divisions.
- Several departments have initiated regular communications streams that are distributed to all departmental employees.
- Human resource managers promote learning opportunities that are available to employees.
- Knowledge transfer documents are being completed by employees, especially those who are expecting to leave a position or department in the near future.
- A recognition program was introduced in one department, called "Way to Go", the program recognizes employees who are nominated by their co-workers for going above and beyond their normal duties.

Inter-jurisdictional Working Groups

Since 2008, Prince Edward Island has participated on various inter-jurisdictional working groups to respond to requests for information and recommendations from the annual meeting of the Public Service Commissioners from across Canada. To date, these requests have focused on timely human resources management and administration issues such as employee engagement, leadership development, recruitment, orientation and retention.

After the CEOs' review of the 2015-2016 working groups' findings and suggestions, the CEOs recommended that the working groups be re-organized to be able to better identify how the metrics and measures may be used to increase the understanding of employee engagement in jurisdictions. The Inter-jurisdictional Metric and Measures Working Group was merged with the Employee Engagement Inter-jurisdictional Team to form the Inter-jurisdictional Engagement Analytics Team (IEAT). Nova Scotia assumed the chair of the new IEAT working group.

Similarly, the Recruitment and Development Working Group (RDWG) was formed by the merger of the two groups to consider development and recruitment strategies to improve public sector leadership with the objective of increased employee engagement. Manitoba assumed the leadership role for the RDWG.

The Corporate HR Planning Consultant continued to actively participate on these committees. Throughout 2016-2017 year, the newly amalgamated working groups did considerable information sharing to explore the relationship(s) between leadership, demographics and employee engagement. To manage the work load, sub-committees were formed and assigned topics.

IEAT Subcommittees

Engagement Model

HR Metrics

RDWG Subcommittees

Employee Lifecycle

Leadership Competencies

Organizational Competencies

The image below illustrates the relationship(s) between the various drivers of employee engagement and the working group sub-committees.



3.1.4 Diversity Management

Current population statistics demonstrate that the Island population is becoming more and more diverse. The PSC plays a leading role by developing and implementing diversity initiatives with the objective of building a public service that values diversity and inclusiveness.

As outlined in the Workforce Diversity Policy, it is the responsibility of the PSC to foster the development of a public service workforce that is representative of the population we serve. This year, the Diversity Policy review continued with consultations that included both civil service and community representatives. An inter-jurisdictional public service diversity program scan was also conducted as part of this policy review process.

There is a Diversity Advisory Committee, an internal advocacy group responsible for oversight of the government-wide diversity strategy, comprised of representatives from each government department. In addition, the PSC was actively involved in the area of diversity planning by meeting with human resource managers and front line managers from across the civil service to assist with departmental diversity planning.

The PSC Diversity Consultant continued to participate on various community advisory boards, steering committees, and interdepartmental working groups. Examples of these groups include the Office of Immigration, Settlement and Population, the Inter-Ministerial Disability Policy Forum, and the Health PEI Leadership Forum and the Health Sector Councils.

Diversity candidates registered with the Diversity Talent Pool through the Diversity Consultant. Candidates were referred to departments for various casual work opportunities to gain work experience in the province. The Consultant provided newcomers advice on their job search, facilitated information sessions and provided counseling services.

The Newcomer Employment Initiative was created to provide recent immigrants with opportunities to gain valuable experience within the provincial government and to assist with the transition to the PEI workforce.

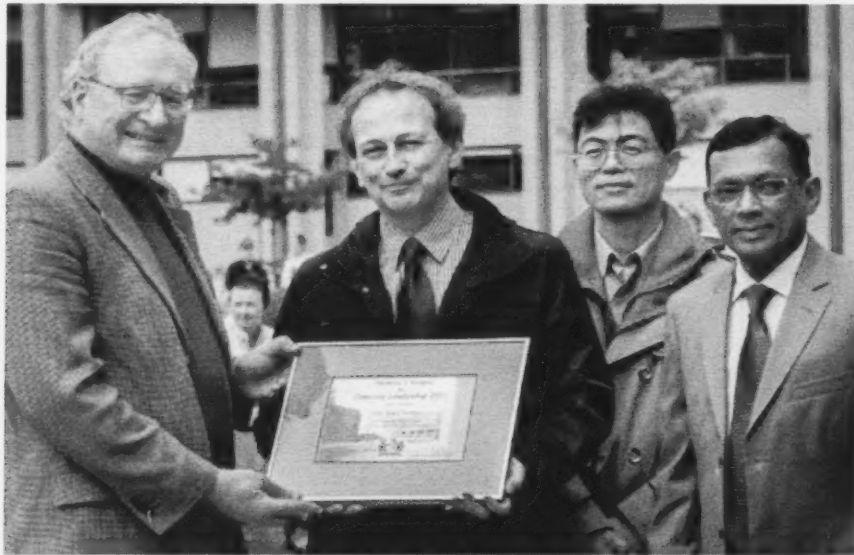
The Aboriginal Post Secondary Mentoring Program continued to provide placement opportunities to be created for Aboriginal post secondary students.

Diversity and cultural awareness training sessions were delivered across the civil service.

Appendix 5.4.5 presents the Diversity and Cultural Awareness Training Statistics since 2009.

Diversity Promotional Activities

The Annual Premier's Diversity Leadership Award was presented during Public Service Week. This award is presented each year to employees and managers within the Prince Edward Island Public Service who demonstrate leadership in promoting diversity and inclusiveness in the public sector.



Premier MacLauchlan is shown presenting the Premier's Diversity Leadership Award to Dr. Ed Charter, Manager, with Food and Bioscience Technology. With them are Leigh Gao, Food Scientist, and Thilak Tennekone, Diversity Consultation with the Public Service Commission.

As in previous years 2016-2017 Public Service Week included performances that demonstrated the increasing multi-cultural influences in the province.

The PSC also launched the annual Celebrating Workplace Diversity Calendar to recognize the diversity throughout the province and in the civil service workforce. The calendar was distributed to all employees.



3.1.5 Employee Assistance Program

The Employee Assistance Program (EAP) was established in the early 1990's and has been embraced by employees, unions, managers and department leaders for its services to the Civil, Health and Education Sectors. The mandate of the EAP is to assist employees and immediate family members in dealing with personal or work-related issues which affect their work life. The program also supports managers and directors in addressing personal and work related issues at an early stage to increase the likelihood of an early and satisfactory resolution that meets both the individual's and employer's needs.

The program continues to function under the direction of the EAP Advisory Committee with representation from both management and unions. The committee's role is to promote EAP in the workplace, assess program effectiveness and provide suggestions with the objective of continually improving program delivery. Committee members are strong in their belief and commitment toward EAP enhancement.

In response to increased levels of need, demand and efficiency, permanent EAP offices are located in Charlottetown and Summerside, along with satellite offices in Montague and O'Leary. These offices ensure accessible EAP services across the province.

There were three notable trends during the 2016-2017 fiscal year. First, there was a significant increase in new counseling service files. EAP opened 668 new files, compared to 561 new files in the previous year. This is an 8% increase in demand for service.

There were 181 counseling files closed and ongoing services were provided to already open files. Appendix 5.4.6 presents the EAP Usage Report.

The most common presenting problems were family/children issues, followed by anxiety, marital/ relationship issues causing personal and emotional difficulties, grief, job/career concerns and medical/depression. Self-referrals, by employees (61%), and family members (10.6%), are the most common, with 71.6% of all referrals. Friend and co-worker referrals (9.3%) and physician/health referrals (6.5%) or other agency referrals (2%) remain high. Females represented 78% of clients.

There were 18 group sessions with 1559 participants in attendance. The primary focus of sessions were EAP orientations, critical incident stress debriefs, grief/loss, mindfulness and promotional booth activity at various events. During the same period other workshops were delivered for the "Sessions about Working in Government". These sessions included Supervisor Assisted Referral, Stress Management, and collaboration in Family Violence Prevention Training.

The EAP Advisory Committee continues to work collaboratively with unions and management to enhance the program and to increase employee awareness of the program.

EAP promotes and advocates the well established foundational principles of respect, integrity, confidentiality and accessibility in a collaborative approach with union and management representatives.



3.1.6 French Language Services

The province has been offering French language training through Collège de l'Île (formerly known as Collège de l'Acadie) since 2008. For the eighth consecutive year, Collège de l'Île has delivered part-time French courses to both civil service and health sector employees. Various skill levels from beginner to advanced were offered over three sessions in Charlottetown and Summerside, with 119 employee participants, a decrease in attendance from the 151 participants during the previous year. Although this was a significant decrease in the number of participants, the levels attended were higher, which shows a longer commitment to the French Language Training Program and increased language abilities for participants. The time commitment per course is 33 hours over 11 weeks, with employees attending in the evening or over the lunch hour, on personal time.

French Language Services continued its offering of *Pour l'amour du français* – a blended learning program of online self study with a telephone tutor once a week. It is intended to continue to offer this program to higher level students with the goal of building government French speaking capacity.

A new model for French language training was developed in partnership with the Collège de l'Île, combining online and in-class learning to enable participants to improve their level more rapidly. A pilot group of the new model will be in place for the Spring 2017 session of French language training.

Other language support for bilingual employees included the continuation of a virtual network via a periodic newsletter about cultural activities taking place in the French community, tips for using French in the workplace, and updates on legislation or policy. Informal lunches where participants spoke French were organized by French Language Services and promoted over the network. Over 200 employees subscribe to the Bilingual Employee Network.

French Language Services provides voluntary assessment of French language oral proficiency skills of government employees in non-designated positions. Evaluation of French proficiency skills is mandatory for candidates being considered for bilingual designated positions. During 2016-2017, fifty-three (53) oral proficiency interviews were completed, which was double the number of assessments over the previous year. This increase was due, in part, to the first step in a campaign to identify internal bilingual capacity within the civil service. The FLS Manager met with the FLS Coordinators and HR Managers from each department subject to the *French Language Services Act* (2013) over the late summer and fall to encourage more staff to be assessed in order to have a more accurate number of bilingual staff and discuss supports available to maintain and increase bilingual capacity. Several departments had their deputy ministers send out a message to all staff and as a result, several staff in non-designated positions came forward for French language assessments. French Language Training maintains a database on language assessments.

French Language Services produces quarterly reports on bilingual designated positions and employees who have bilingual capacity. As of March 31, 2016, there were 98 civil bilingual designated positions, an increase from the previous year which was largely due to organizational changes in the Department of Education, Early Learning and Culture.

There were also 124 employees, who were evaluated at the intermediate plus level or higher, working in unilingual positions, a slight increase from 120 in the previous fiscal year.

The targeted recruitment committee continued their work on developing a targeted recruitment plan for designated bilingual positions within the civil and health sectors and a document outlining some short and long term strategies will be completed in early 2017-2018.

3.2 Human Resource Management and Labour Relations

The purpose of this division is to provide senior level direction, leadership, coordination and advice in the areas of human resource (HR) management services, labour relations (LR) and occupational health and safety (OHS) to all government departments. It is responsible for building harmonious and mutually beneficial working relationships that promote the well being and productivity of all employees. This is achieved through the advice, support and assistance that HR managers provide within their service areas. The division provides leadership in overall labour relations matters and collective bargaining processes, while also ensuring that an OH&S program is in place and that legislation is adhered to in all government departments.

3.2.1 HR Management

HR management services, including HR managers, HR officers, HR assistants, and payroll personnel are centralized within the PSC, with assigned client department portfolios. The staff of this section provides human resource management and payroll services to government departments in the civil service in accordance with legislation, various collective agreements, and policies.

The team implemented a number of corporate HR initiatives within the departments across government including:

- the development and implementation of a knowledge transfer policy and tool, "My Blueprint Binder";
- collaborating on the creation and implementation of Guidelines for Addressing Family Violence in the Workplace;
- implementing the Employment of Relatives policy;
- offering specialized training on mental health in the workplace to employees;
- completing the annual review of key indicators for clients departments and a corporate roll up;
- updating the service level agreements with client departments;
- continuing work with employees who are absent from the workplace due to illness to assist in their timely return;
- participating in HR planning initiatives and associated strategies such as succession planning for key positions and organizational re-design;
- continuing to support and promote our learning and development framework;
- continuing to support and facilitate effective performance management and the regular completion of performance development and learning plans in client departments;
- implementing employee engagement initiatives based on the results of the employment engagement survey;
- promoting and supporting healthy work place initiatives; and
- partnering with OHS and the Department of Transportation, Infrastructure and Energy on exploring more effective means to ensure timely hearing testing for those who require it.

3.2.2 Labour Relations

Labour Relations provides a variety of services on HR issues. These services include:

- representing the Public Service Commission in collective bargaining in the civil service, education and health sectors;
- providing advice and leadership on collective bargaining strategy for the public sector;
- providing leadership on the administration and interpretation of the collective agreement between the Government and the Union of Public Sector Employees;

- developing and implementing, with the assistance of government departments, policies and programs consistent with organizational needs;
- providing labour relations advice and education;
- ensuring an effective LR training series is offered to managers;
- providing human resources management services to PSC employees; and
- administering the cross-sectoral labour relations contracts with the external service providers.

The Director, Labour Relations Consultant (LRC), and HR Managers value open and ongoing dialogue with union and departmental representatives on issues and policies that affect labour relations. These positive relationships have been effective in resolving situations as early as possible and to prevent the need to proceed to arbitration. These positive relationships also contribute to the development of human resource policies and guidelines that meet the needs of both the employer and employee. During this fiscal year, collective bargaining processes were underway for both the Health and Education sectors agreements.

3.2.3 Occupational Health and Safety



The 2016 winner of the Douglas MacMaster Award was Gordie Roche, Manager, Prince County Correctional Centre and OH&S Chair for the Department of Justice and Corrections section.

The Occupational Health and Safety (OHS) Section continues to provide a variety of services to all government departments, and works collaboratively with them to maintain a safe workplace. This is demonstrated in the OHS highlights described below and also in Appendix 5.4.7, which presents the OHS activities provided to departments during this fiscal year.

There were 552 employees who attended training sessions on a variety of topics including: OHS Committees and Representatives, Workplace Hazardous Materials Information System (WHMIS), Workplace Inspections/Accident Investigations, General Safety Awareness, Safety for Young Workers, Back Care, Hearing Education, Ergonomics, Traffic Control, as well as customized training sessions.

Work was completed in many areas which included: family violence in the workplace, psychological health and safety in the workplace, sit/stand desks, working alone updates, asbestos management, indoor air quality, disability management reporting and employee innovations.

There were 4,151 days lost to WCB, compared to 5,718 days the previous year.

Ergonomic assessments were completed on 104 work stations with recommendations for improvements, compared to 123 in the previous year.

The following are statistics for other OHS activities completed in this fiscal year:

There were 12 indoor air quality assessments/tests performed.

The number of hearing tests increased to 249 from 165 in the previous year.

The number for noise level testing decreased from nine tests performed last year to five tests this year.

There were 17 open claims with Workers Compensation at the end of the fiscal year.

This year 13 employees applied for long term disability, and of that number, nine employees were approved and four were denied.

3.3 Administration, Corporate Human Resource Management System (HRMS) and Payroll

Administration, Corporate HRMS and Payroll provides a variety of services not only to the civil service, education and health sectors, but also to the internal staff of the PSC. Services include:

- management of the payroll for the civil service, Health PEI, and Public School Boards;
- management of the HRMS for the civil service, Health PEI, and Public School Boards;
- provision of advice and assistance on HR technology initiatives;
- provision of advice on the financial administration of the collective agreement between government and the Union of Public Service Employees; and
- provision of administrative services for the PSC.

3.3.1 Administration

The Administration Section continues to support the various divisions of the PSC and departments to find technical solutions which will assist in the improvement of HR processes. The PSC partners with the Information Technology Shared Services (ITSS) branch of the Department of Finance in the delivery of an employee self-service system. It provides employees with online viewing of their personal pay and leave information. There are also a number of management reports on the portal to assist managers and supervisors in the management of their employees.

The Division provides leadership and guidance to Commission initiatives and activities including the development and management of the PSC budget. Advice is also routinely provided on a range of financial and administrative matters.

Throughout this fiscal year, administrative staff continued to contribute to the provincial web renewal initiative by coordinating updates to enhance the PSC's web presence.

A major addition to the PSC on-line presence was the update to the Jobs PEI site to allow the education sector use of the application for staffing competitions. By working closely with the Public School Branch and Information and Technology Services staff, the expanded web site function is planned for a May 2017 implementation.

Another major project, led by the divisional Director, was the *Civil Service Act* review. A working group was established with representatives from various PSC functional work sections and departments. The working group completed the recommended changes to the *Civil Service Act* and Regulations. The Legislative Council Office will review the changes before submission to the legislature.

3.3.2 Corporate Human Resource Management System (HRMS)

The support team for the HRMS/payroll is a small team of six employees that supports current functionality and users while concurrently implementing updates to the system. HRMS staff provide support to approximately 1,200 HRMS users.

Services to the departments include reporting on both HR and payroll data. HRMS staff continue to meet regularly with civil, education and health sector user groups to ensure that processes and systems meet the

needs of the various organizations in the provincial public sector. Divisional activities also include business process reviews, working with client organizations to resolve reporting requirements, and developing new system functionality to assist with the implementation of new HR initiatives.

The PSC, working with ITSS and a service provider, upgraded the PeopleSoft Human Capital Management (HCM) system to version 9.2 in November, 2014. A number of updates are available each year to increase the functionality of the system. A work plan was developed to determine when updates will be made available to users. During this fiscal year, work was done on an update schedule for implementation to ensure that the system remains current with the Peoplesoft updates.

The Economic Development Agencies and Workers' Compensation Board were added to the PeopleSoft system, with an implementation of January 1, 2017. As of this implementation, almost all PEI public sector organizations use the PeopleSoft system and have payroll processed by the PSC.

A Managers' Dashboard was also developed after consultations with human resource managers and senior leaders throughout the civil service. This will allow managers to access their employees' information, as well as provide key information such as performance development completion, employee age and service demographics which will assist in departmental human resource planning.

The Managers' Dashboard was introduced to pilot groups in the PSC, the Corrections Division within the Justice and Public Safety Department and Access PEI. After the pilot, the dashboard will be implemented, using a phased approach, in the fiscal year 2017-2018.

A Help Desk system was implemented to monitor inquiries and inquiries concerning the use of and reports from the PeopleSoft payroll and HRMS system. There were 4,099 incidents for this fiscal year.

3.3.3 Payroll

The Division processes payroll for the three large public sector organizations, namely the Civil Service, Education and Health PEI. It is our goal to ensure that employees' pay is produced in an accurate and timely manner.

During this fiscal year, there were 16,512 T4s issues for the 2016 calendar year.

4. Opportunities and Challenges

The dynamic civil service working environment presents both challenges and opportunities in the implementation of the PSC plan. Three critical environmental factors that may determine and influence PSC programs and services over the next fiscal year include demographics, technology, and increasing requests for services. Given the expected retirements, it will be critical to ensure that the capacity of the civil service is not impacted in the delivery of programs and services.

The story board on the following page presents the civil service workforce demographics and public service work environment context that determined the priorities at the beginning of the 2016-2017 fiscal year. (Developed for the annual meeting of the Public Service Commissioners from across Canada which was hosted by Ontario, in Toronto, in September 2016.)

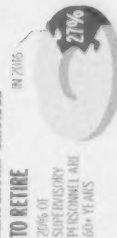
Given this context and, looking ahead to 2017-2018, the following activities will be at the forefront of the PSC work:

- launching the PSC Business and Human Resource Plan for 2018-2020;
- continuing to support HR planning across the civil service; including knowledge transfer strategies and the articulation of viable succession planning strategies, while recognizing the unionized environment and collective agreements;
- working collaboratively with departments to implement corporate employee engagement strategies;
- conducting the next employee engagement survey in winter of 2018;
- researching and implementing the most viable and effective performance management and development practices to enhance engagement and support employees career plans and organizational succession planning
- identifying and coordinating the provision of the most strategic learning and development opportunities to support individual employees, leadership, management and succession planning;
- identifying and implementing the most effective methods for supporting and enhancing the health of employees as well as safe work places; and
- supporting departments in the effective use of timely and accurate human resources information to enhance human resources management and administration processes.

CURRENT STATE CIVIL SERVICE PROFILE



LEADERSHIP ELIGIBLE TO RETIRE



FEMALE LEADERSHIP TO RETIRE



EMPLOYEES 50+ YEARS



EMPLOYEES ELIGIBLE TO RETIRE



AGE DISTRIBUTION FOR PERMANENT EMPLOYEES



RETENTION RATES NEW HIRES WHO STAY AT LEAST 5 YEARS



EMPLOYEE ENGAGEMENT 2015 PEI EMPLOYEE ENGAGEMENT INDEX



RENEWING PUBLIC SERVICE

Accountability • Respect • Excellence • Integrity

MODERNIZING:

NEW GOVERNMENT WEBSITE
(Mobile and E-Event Enabled)

OPEN DATA

ACCOUNTABILITY

JOBS PEI WEBSITE

ETHICS FRAMEWORK:



STRIVING TO BE REPRESENTATIVE



FUTURE STATE PSC BUSINESS PLAN

80%
COMPLETE

(UNDERWAY)

IMPROVED CAPACITY
PERFORMANCE MANAGEMENT
WORKFORCE REVENUE
EMPLOYEE ENGAGEMENT
SUCCESSION PLANNING
BUDGETAL CAPACITY

IMPROVED LEADERSHIP
LEADERSHIP SUCCESS
PROFESSIONAL SERVICES
LEADERSHIP DEVELOPMENT
PROGRAM
LEARNING AND
DEVELOPMENT TRAINING
LONG-TERM STUDY

IMPROVED WELL BEING
MENTAL HEALTH SERVICES
ERGONOMIC ASSESSMENTS
& EDUCATION
BULY/STRESS PROGRAM
ATTITUDE REVENUE
QUALITY OF LIFE

IMPROVED PROCESSES
MANAGERS' THE DISBURD
POLICY DEVELOPMENT
CIVIL SERVICE ACT REVIEW
ONE-STOP



AGING

ENGAGED

5. Appendices

5.1 PSC Business and Human Resource Plan (2015 – 2017) Indicators Definition, Data Source, and Baseline Date Table

Goal	Progress Indicators	Data Source	Baseline Date
Improved capacity (skilled, knowledgeable and engaged employees) of the Civil Service to deliver government's programs and services	1. Percentage of employee survey respondents who self-identify with the four designated diversity groups	Civil Service Employee Survey	November 2012
	2. Percentage of employees that identify as being bilingual	HRMS(Peoplesoft)	2013-2014
	3. Number and percentage of bilingual positions in the Civil Service	HRMS(Peoplesoft)	2013-2014
		HRMS(Peoplesoft)	2013-2014
	4. Percentage of employees who access bilingual training and development opportunities	Training and Development (T&D) Fund Database	2013-2014
		College l'acadie Report(s)	2013-2014
	5. Percentage of external hires	HRMS(Peoplesoft)	2013-2014
	6. Percentage of permanent employees under the age of 35 years	HRMS(Peoplesoft)	2013-2014
	7. Percentage of employees who agree they have opportunities for career growth	Civil Service Employee Survey	November 2012
	8. Percentage of new permanent employees that stay over two years with the Civil Service	HRMS(Peoplesoft)	2013-2014
	9. Percentage of appointments to senior management positions (director level and higher) from within the Civil Service	HRMS(Peoplesoft)	2013-2014
	10. Percentage of employees who report that they have completed a Performance Management Plan within the past two fiscal years	HRMS(Peoplesoft)	2013-2014
	11. Overall employee engagement index for the Civil Service	Civil Service Employee Survey	November 2012

Goal	Progress Indicators	Data Source	Baseline Date
Improved employee and leadership development	1. Percentage of employees who have discussed a learning plan with their immediate supervisor	Civil Service Employee Survey	November 2012
	2. Number of employees who have completed Leadership/Manager learning opportunities that are provided through the PSC	HRMS(Peoplesoft)	2013-2014
	3. Percentage of employees who agree their manager provides regular feedback on their performance	Civil Service Employee Survey	November 2012
		HRMS(Peoplesoft)	2013-2014
		College l'acadie Report(s)	2013-2014
	4. Number of registrations for PSC funded learning opportunities by learning category (eg. French language training, labour relations training, cultural diversity training, etc.)	Labour Relations Provider	2013-2014
		PSC Diversity Management Records	2013-2014
		PSC OH&S Records	2013-2014
	5. Number and percentage of applications received funding from Employee Training and Development Funds	T&D Fund Database	2013-2014

Goal	Progress Indicators	Data Source	Baseline Date	
Improved employee and workplace health, safety, and well-being	1. Percentage of employees who agree that they have support at work to balance work and personal life.	Civil Service Employee Survey	November 2012	
	2. Average Leave utilization rates (days)			
	a. Sick Leave - Unpaid	HRMS(Peoplesoft)	2013-2014	
	b. Sick Leave – Paid (including Medical Appointments)	HRMS(Peoplesoft)	2013-2014	
	Special Leave	c. Serious Illness in Family (Art. 24.14b)	HRMS(Peoplesoft)	2013-2014
		d. Illness in Family (Doctor’s Statement)	HRMS(Peoplesoft)	2013-2014
		e. Illness in Family (Art. 24.13 (a)(1))	HRMS(Peoplesoft)	2013-2014
		f. Travel Family Medical (Art. 24.13(a)(2))	HRMS(Peoplesoft)	2013-2014
	3. Usage of the Employee Assistance Program(EAP)	EAP Database	2013-2014	
	4. Number of Days lost to Workers Compensation Board (WCB) claims	HRMS(Peoplesoft)	2013-2014	
		WCB Reports	2013-2014	
	5. Number of WCB Claims	HRMS(Peoplesoft)	2013-2014	
		WCB Reports	2013-2014	

Goal	Progress Indicators		Data Source	Baseline Date
Improved human resource legislation, policies, processes and practices	1. Average time to hire (days)	a. Civil	HRMS(Peoplesoft)	2013-2014
		b. Health PEI	HRMS(Peoplesoft)	2013-2014
	2. Average classification file turnaround time (working days)	a. Vacant Positions	Classification Database	2013-2014
		b. Encumbered Positions	Classification Database	2013-2014
	3. Total number of pay cheques produced		HRMS(Peoplesoft) as of October of given year	2013-2014
	4. Total number and percentage of "off cycles" produced (pays outside of normal pay schedule)		HRMS(Peoplesoft) as of October of given year	2013-2014
	5. Total number and percentage of overpayments for total cheques produced		HRMS(Peoplesoft)	2013-2014
	6. Level of client satisfaction with PSC services		PSC Client Satisfaction Survey	2013

5.2 PSC Budget

PSC Expenditures and Revenue			
Division	Unaudited Actual 2016/17	Budget Forecast 3rd Quarter 2016/2017	Budget Estimate 2016/2017
Expenditure Budget			
Management	266,700	269,400	274,500
HR Management and Labour Relations	3,475,600	3,510,400	3,608,800
Staffing, Classification, and Organizational Development	2,505,700	2,522,300	2,413,000
Administration, Corporate HRMS, and Payroll	934,700	958,600	1,048,400
Total PSC Expenditures	7,182,700	7,260,700	7,344,700
Revenue Budget			
Management	0	0	0
HR Management and Labour Relations	0	0	0
Staffing, Classification, and Organizational Development	700,200	649,000	647,700
Administration, Corporate HRMS, and Payroll	900	0	0
Total PSC Revenue	701,100	649,900	647,700

5.3 Overview of the PEI Civil Service

5.3.1 Civil Service Establishment

As of March 31, 2017

Division	Exec Division	Classified Division								Casual Division	Total All Divisions
Department/Agency		Employees					Vacant Positions			Total	
		FT	EXL FT	PT	EXL PT	Total	FT	PT	Total		
Agriculture & Fisheries	1	89	10	8	0	107	10	2	12	17	137
Communities, Land & Environment	2	113	6	14	0	133	7	9	16	11	162
Economic Development and Tourism	1	2	3	0	0	5	0	0	0	3	9
Education, Early Learning & Culture	1	82	13	26	0	121	5	4	9	45	176
Employment Development Agency	0	2	0	1	0	3	0	1	1	1	5
Executive Council	4	23	28	1	0	52	9	0	9	14	79
Family & Human Services	1	257	29	18	0	304	12	3	15	88	408
Finance	1	67	27	0	1	95	8	0	8	16	120
Health & Wellness	1	37	12	2	0	51	3	1	4	10	66
Justice & Public Safety	1	243	54	37	1	335	18	3	21	82	439
Liquor Control Commission	0	85	5	32	0	122	13	20	33	107	262
Public Service Commission	1	12	60	0	1	73	3	0	3	9	86
Tourism PEI	0	24	4	63	0	91	10	14	24	19	134
Transportation, Infrastructure & Energy*	1	321	25	144	0	490	46	72	118	193	802
Treasury Board Secretariat	1	197	44	2	0	243	30	0	30	35	309
Workforce & Advanced Learning	1	58	9	1	0	68	9	0	9	16	94
Total March 31, 2017	17	1612	329	349	3	2293	183	129	312	666	3288
Total March 31, 2016	18	1633	321	373	6	2333	246	115	361	629	3341
Difference	-3	-21	8	-24	-3	-40	-63	14	-49	37	-55

Legend: FT = Full-time EXL FT = Excluded Full-time PT = Part-time EXL PT = Excluded Part-time

* includes Energy Corporation

5.3.2 Age Profile – Classified Division

Full-time and Part-time
As of March 31, 2017

Age	Male	Female	Total	Percentage of Total (%)
Under 25	1	3	4	0.2
25 – 29	22	37	59	2.6
30 – 34	66	102	168	7.3
35 – 39	99	150	249	10.9
40 – 44	150	163	313	13.7
45 – 49	167	187	354	15.4
50 – 54	200	207	407	17.7
55 – 59	223	204	427	18.6
60 – 64	134	78	212	9.2
Over 65	60	40	100	4.4
Total	1122	1171	2293	100.0
Average Age	50.3	47.8	49.0	

5.3.3 Length of Service Profile – Classified Division

Full-time and Part-time
As of March 31, 2017

Years of Service	Male	Female	Total	Percentage of Total (%)
< 2	49	40	89	3.9
2 – 5	107	124	231	10.1
6 – 10	229	277	506	22.1
11 – 15	230	236	466	20.3
16 – 20	245	224	469	20.4
21 – 25	67	92	159	6.9
26 – 30	122	121	243	10.6
31+	73	57	130	5.7
Total	1122	1171	2293	100.0
Average Years of Service	15.6	15.0	15.3	

5.3.4 Separations – Classified Division

As of March 31, 2017

Reason	Male	Female	Total
Retirement	42	50	92
Resigned	14	14	28
Dismissed	1	1	2
Deceased	2	2	4
Lay-off	7	7	14
Transferred to Affiliate (Health)	1	9	10
Transferred to Affiliate (Other)	2	5	7
Total	69	88	157

5.3.5 Departmental Profiles – Classified Division

Full-time and Part-time
As of March 31, 2017

Department / Agency	Male	Female	Total
Agriculture & Fisheries	56	51	107
Communities, Land & Environment	85	48	133
Economic Development & Tourism	1	4	5
Education, Early Learning & Culture	24	97	121
Employment Development Agency	2	1	3
Executive Council	16	36	52
Family & Human Services	66	238	304
Finance	40	55	95
Health & Wellness	12	39	51
Justice & Public Safety	157	178	335
Liquor Control Commission	61	61	122
Public Service Commission	9	64	73
Tourism PEI	56	35	91
Transportation, Infrastructure & Energy	382	108	490
Treasury Board Secretariat	144	99	243
Workforce & Advanced Learning	11	57	68
Total	1122	1171	2293

5.4 PSC Programs and Services Activity Reports

5.4.1 Staffing Statistics 2016-2017

Staffing Process Information	Civil Sector	Health Sector	Total
COMPETITIONS			
Internal	303	2394	2697
External	16	7	23
Internal and External	82	111	193
Total Competitions	401	2512	2913
APPLICANTS	4715	23949	28664
APPOINTMENTS			
Permanent	242	1030	1272
Temporary and Casual	159	963	1122
Total Appointments	401	1993	2394

5.4.2 Classification Statistics 2016 - 2017

Classification Process Information	Number
REVIEWS COMPLETED (by Sector)	
Civil Service	292
Health PEI	113
School Boards	2
Other (IWMC, IRAC, other external agencies)	8
Total Reviews Completed	415
REVIEW REQUESTS RECEIVED	440
AVERAGE TURNAROUND TIME (expressed in working days)	
Vacant Positions	45
Encumbered Positions	220

5.4.3 Learning and Development Report

The following table presents the learning and development opportunities that were planned and funded by the Public Service Commission for 2013/2014 to 2016-2017.

Learning and Development Opportunity		2013-2014	2014-2015	2015-2016	2016-2017
Sessions About Working in Government	Number of <u>Internal</u> Subject Matter Experts/Learning Facilitators	36	46	36	21
	Number of <u>External</u> Subject Matter Experts/Learning Facilitators	2	6	8	5
	Number of Sessions on Working in Government	33	65	64	60
	Number of Topics for Sessions on Working in Government	16	26	27	24
	Number of registrations processed	554	755	1365	1095
Insights Discovery Profiles	Insights Profiles Processed (Internal facilitators)	107	195	245	88
Customized Training	Number of Departments funded for Customized Training	7	11	13	12
	Number of Departmental Customized Training Sessions Delivered	17	28	14	14
	Number of Corporate Specialized Training Opportunities	1	2	1	1
Occupational Health and Safety	Number of Participants	782	349	448	552
	Number of Formal Training Sessions	27	14	17	11

Learning and Development Opportunity		2014-2014	2014-2015	2015-2016	2016-2017
Retirement Planning Program	Retirement - Financial (External)	47	96	128	148
	Retirement - Benefits - One Provincial and One Federal Public Service Resource	160	184	169	234
	Retirement - Transitions	Not Offered	121	62	Not Offered
French Language Training- College Acadie Î.-P.-É.	Number of Participants	148	191	121	119
	Number of Courses Offered	19	58	29	26
	Registrations	NA	260	169	112
Using Technology Effectively	Number of Conference Board of Canada Downloads	Not Offered	487 Downloads Value = \$308,022	456 Downloads Value = \$353,941	501 Downloads Value= \$294,384

5.4.4 Employee Training and Development Funds Applications Summary 2016-2017

Application Status	Unionized Fund	Excluded Fund	Total
Applications Approved	349	162	511
Applications Denied	10	19	29
Applications Withdrawn	68	50	118
Applications Ineligible	9	4	13
Pending Proof of Completion	96	16	112
Lack of Funds	0	11	11
Revoked	3	1	4
Maximum obtained (\$2500)	6	0	6
Total Applications	541	263	804

5.4.5 Diversity and Cultural Awareness Training Statistics

Year	Number of Participants
2009 -2010	133
2010 – 2011	627
2011 – 2012	215
2012 – 2013	51
2013 – 2014	72
2014 – 2015	206
2015 – 2016	144
2016 - 2017	139
TOTAL (as of April 2017)	1587

5.4.6 Employee Assistance Program (EAP) Usage Report

EAP Information		2016 – 2017
Number of Clients Served		906
Number of Counseling Hours		1896
Files	Number of New Counseling Files	668
	Number of Closed Counseling Files	181
Referrals	Percentage of self-referrals	61%
	Percentage of Other Referrals (eg. Employer, family, friend, Health PEI or other agencies)	39%
Client Gender	Percentage Female	78%
	Percentage Male	22%
Group Sessions	Number of Sessions Offered	18
	Total Number of Participants	1559

5.4.7 Occupational Health and Safety Statistics

**Services provided to individual departments for April 1, 2016 to March 31, 2017 by
Public Service Commission, Occupational Health and Safety Section**

Department / Agency	Training	Workplace Inspections	Indoor Air Quality Tests	Noise Level Testing	Hearing Tests	Ergonomic Assessments	WCB Claims	LTD Claims Approved
Agriculture and Fisheries	9	2	0	3	14	15	9	0
Communities, Land & Environment	8	0	0	0	49	4	11	0
Economic Development & Tourism	252	0	0	0	18	4	25	0
Education, Early Learning & Culture	11	0	3	0	0	3	1	2
Family & Human Services	9	0	0	0	0	23	17	2
Finance	18	0	2	0	0	12	9	1
Health and Wellness	7	0	0	0	0	0	1	0
Health PEI	0	0	0	0	0	0	0	0
Justice & Public Safety	11	0	0	0	0	11	12	6
Transportation, Infrastructure & Energy	173	0	3	2	168	5	75	1
Workforce and Advanced Learning	3	0	0	0	0	15	3	0
Executive Council	2	0	1	0	0	2	1	0
Legislative Assembly	0	0	0	0	0	4	0	0
Liquor Control Commission	33	0	0	0	0	0	18	0
Public Service Commission	5	0	2	0	0	4	2	1
Others	11	0	1	0	0	2	0	0
TOTAL	552	2	12	5	249	104	184	13

